NSS Great Place to Work Plan

2024 - 25

NHS
National
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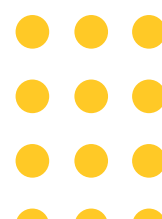Scotland

Introduction

The NHS National Services Scotland (NSS) Great Place to Work Plan is aligned to the National Health and Social Care Workforce Strategy and the NSS Workforce Plan 2022-25. A key aim of our plan is to put workforce wellbeing at the heart of everything we do, along with equality of opportunity, increased diversity of our workforce and inclusion as being key to our workforce planning process.

The NSS Great Place to Work (GPTW) Plan will underpin the aims of our core NSS strategic objective of workforce sustainability which is described as:

> **A diverse, knowledgeable and skilled workforce deployed in an environment where the organisation is adaptable to the changing lifecycle of employees and deliver leadership and behaviours reflecting the values of NHSScotland.**

Our objective is to achieve 90% of the key deliverables contained within the NSS Workforce and Great Place to Work Plan. There is a 10% tolerance range to 10% tolerance is to allow for any circumstances which may be out with our control.

The GPTW Plan covers the period 1 April 2024 to 31 March 2025, will be reviewed on an annual basis with the feedback from the NSS iMatter results from staff informing key areas of delivery and our staff governance targets for the year. The plan will also consider any updates to the NSS Workforce Plan as appropriate. The GPTW Plan has been endorsed in partnership through the NSS Partnership Forum and Staff Governance Committee, with the feedback from the NSS iMatter results from staff informing the key areas of delivery and our targets for the year.

Whilst aiming to maintain the levels of experience across all the key aims in respect to the Staff Governance Standard, a key focus for 2024/25 will be to develop and improve outcomes relating to staff being "Appropriately trained and developed".

The key aims of the NSS Workforce and Great Place to Work Plan are to:

1. actively encourage engagement and involvement of all employees
2. train and support all employees to do their role whilst providing development opportunities
3. treat all employees with dignity and respect
4. promote a culture of safety, health and wellbeing for all
5. consistently apply workforce policies, treat people fairly
6. offer a benefits package which supports retention of a highly skilled workforce

The iMatter survey, along with a range of staff feedback from across the organisation will be used to measure the success of the plan, against the targets we have set.

The new NSS Workforce Plan, which is aligned to the National Health and Social Care Workforce Strategy, provides a clear action plan for delivery on a range of workforce issues which are aimed at delivering the NSS strategic objective of workforce sustainability. The high-level workforce commitments to support delivery of the NSS and directorate workforce plans and Great Place to Work Plan are described on the following pages.
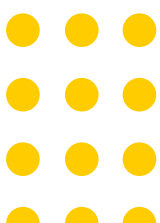
Key people commitments

- Equality and inclusion – NSS aims to be a leading organisation for promoting equality, diversity, human rights, and inclusion within our workplace and in wider NHSScotland. NSS has a vision for equality and diversity which goes beyond establishing policy and processes to achieve change.

- Pension reform – NSS are committed to keeping staff informed and where appropriate implementing any pending changes proposed by the NHS Superannuation and Pension Schemes (Miscellaneous Amendments) (Scotland) Regulations 2022 as appropriate.

- Health and Care (Staffing) (Scotland) Act 2019 – NSS has developed and implemented guidance which sets out the NSS operational processes for clinical workforce planning and delivery of the Act.

- Service transformation – NSS will continue to support the embedding of Flexible Working Policies including the implementation of the Once for Scotland Flexible Location Policy.

- The NSS Wellbeing Framework remains a key deliverable to ensure we have the right support provision in place to ensure our workforce remains resilient and adaptable to change and continue to enjoy a healthy work/life balance.

- NSS require to have a focus on recruitment, development and retention of employees through a range of attraction initiatives plus a robust approach to talent management and succession planning to support.

It should be noted that these commitments are further supported by a range of key actions which can be found in the NSS Workforce Plan - NSS 5 Pillars of our Workforce Journey Action Plan.

Staff governance targets

The targets agreed in respect to the outcome of iMatter and Staff Governance Standards have been agreed in partnership as follows:

Key outcomes	2024/25
Response rate	78%
Employee engagement index	78%
% of action plans completed	92%

Staff Governance Standard	2024/25
Well informed	80%
Appropriately trained and developed	78%
Involved in decisions	74%
Treated fairly and consistently; with dignity and respect, in an environment where diversity is valued	79%
Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff etc	80%

NHS NSS have agreed a range of focussed actions to support the delivery of the above targets, and these are identified under the staff governance key areas.
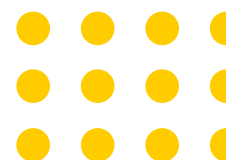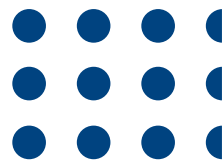
Well informed/involved in decisions

- Provide a summary of NSS Partnership Forum key areas of discussion and agreements to all staff on a regular basis.

- Deliver Chief Executive and Employee Director "Stay Connected" sessions.

- Provide regular communications on key areas of delivery.

- Directorate Town Hall meetings via digital first approach and where appropriate face to face.

- Encourage the completion of digital Partnership Working Training.

- Implement revised organisational change and Transfer of Undertakings [Protection of Employment] regulations (TUPE) toolkits.

- Consult with all staff on any changes to NHS and NSS Workforce Policies.

- Monitor NSS Leadership Programme modules to ensure they align and support iMatter outcomes.

Appropriately trained and developed

- Fully establish the NSS Educational Governance Committee to oversee workforce development.

- All staff to have objectives and Personal Development Plans (PDPs) set via TURAS appraisal (or appropriate system for medical and dental staff and Executive Level Grade).

- All staff comply with requirements for all statutory and mandatory training.

- Skills Assessment, Gap Analysis and Training Needs Assessment shared for staff and managers to access.

- Focussed approach to employability programmes including Apprenticeship/Graduations and Armed Forces Talent Programme linked to supporting hard to fill posts and internal redeployment.

- Establish career pathways and training programmes to support internal movement of established workforce.

- Design and implement talent management and succession planning framework across NSS.

- Evaluate impact of Senior Leadership Forum Development.
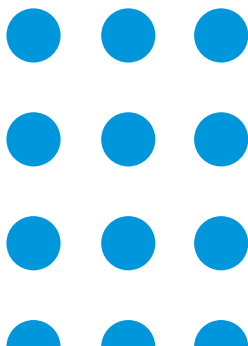
Treated fairly and consistently

- Deliver Equal Pay Gap Report and Equality Mainstream Report.

- Influence and implement Once for Scotland workforce policies.

- Launch revised reasonable adjustment passport designed and developed in partnership with the NSS disability staff network led by HR.

- Review and implement the NSS Attraction Plan to support our commitment to increasing the diversity of our workforce and being an inclusive employer.

- Align with the Armed Forces Talent Programme to attract and support ex service personnel and their families.
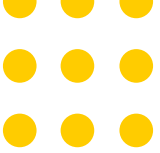
Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff, patients and wider community

- Identify gaps and solutions to assist with delivery of the NSS Wellbeing Framework utilising where possible continued use of the Wellbeing Hub.

- Analysis of workforce data covering anxiety, stress and depression and implement solutions to support staff to remain at/or return to work.

- Implement the Health and Care (Staffing) (Scotland) Act 2019 and monitor impact across NSS workforce.

- Implement and monitor impact of the NSS Public Protection Policy supporting the wellbeing and welfare of NSS workforce.

- Ensure all staff utilise their annual leave provision across NSS (25%) per quarter.

Provides a total benefits package that is attractive and supports retention of highly skilled workforce

- Implement outputs from the NSS Long Service Scheme review.

- As part of the Induction process, highlight the total rewards available to all staff.

- Review and improve retirement and pension support and guidance.

Workforce themes and targets

Workforce theme	2024/25
iMatter completion rate	>90% 13 Sept
Sickness absence	<4%
Staff turnover	7-10%
Appraisal compliance	≥90%
PDP compliance	≥90%
Objective setting compliance	≥90%
Statutory and mandatory training	≥90%
Annual leave utilisation	95% complete in year
RIDDOR	<4
Accidents and incident rate	<30.42

iMatter completion rate

- Staff will complete iMatter which will be launched in June 2024.
- Managers and teams discuss the outcomes of the survey.
- Team action plans and storyboards will be completed by September 2024.

Sickness absence

- Absence management sessions to take place via the Management Hub.
- Targeted absence support following deep dive exercise to support stress and mental health absence.
- Trigger reports.

Turnover

- HR will provide the exit interviews analysis that are reported in the People Report.

Recruitment

- Implement elements of the attraction strategy by March 2025.

- NSS and NHS Education for Scotland (NES) to work jointly to support the Armed Forces Talent Programme.

- Focused approach to career pathways and training programmes to support internal recruitment linked to Talent and Succession Planning and redeployment opportunities.

Mandatory/statutory training

- Statutory and mandatory training reported in the People Report.

Turas appraisal

- HR will provide the compliance data.

- HR will provide corporate learning and development opportunities through delivery of the corporate programme.

- Communications to all staff on time frames for all mid-year, end of year and objective setting for guidance along with appropriate guidance for staff.
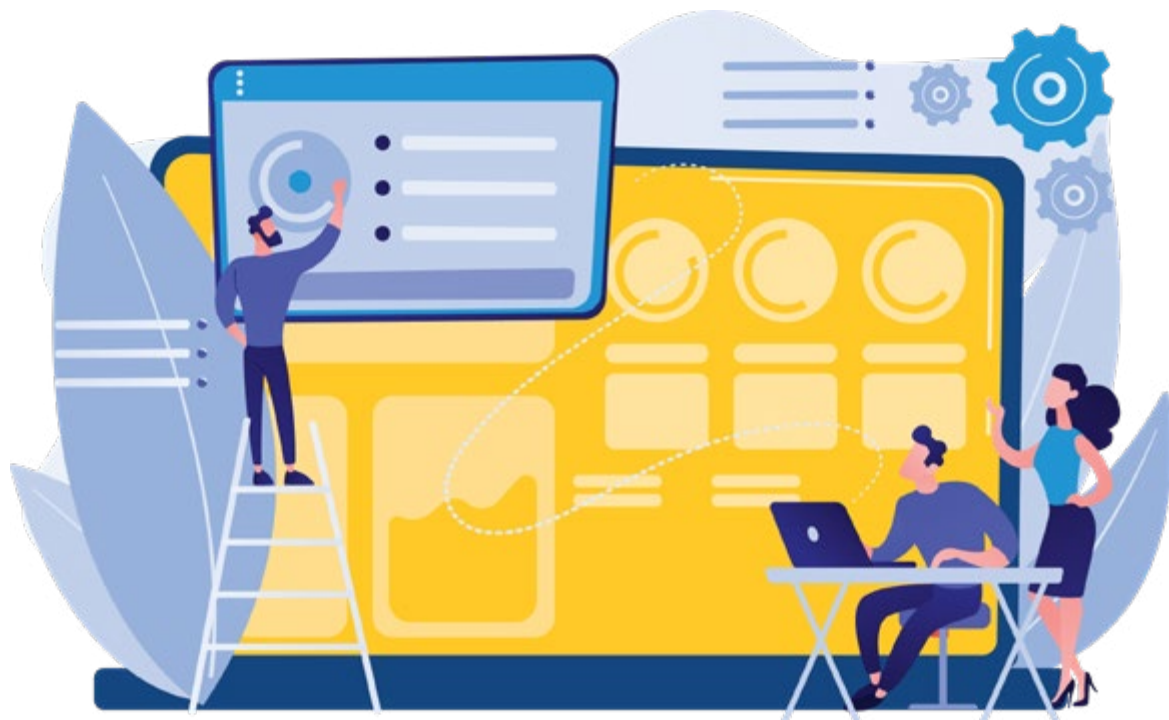
Turas Learn

- Report on compliance on all mandatory and statutory training.

- Communicating to all staff on mandatory and statutory training.

Annual leave utilisation

- On a quarterly basis we will have to ensure that staff are utilising their annual leave, with 95% complete in year. Reported via the People Report.

- Regular communication to staff to remind them to take annual leave.

RIDDOR accidents and incidents

- Reported monthly via the Occupational Health and Safety Advisory Committee and People Reports.

- All RIDDOR reportable events will undertake a full root cause analysis via a formal investigation and any supporting requirements / actions will be implemented by local management.

Accidents and incident occurrence

- Reported monthly via the Occupational Health and Safety Advisory Committee and People Reports.

- Regular communication to staff to remind of the importance to report incidents and accidents and occupational ill health.
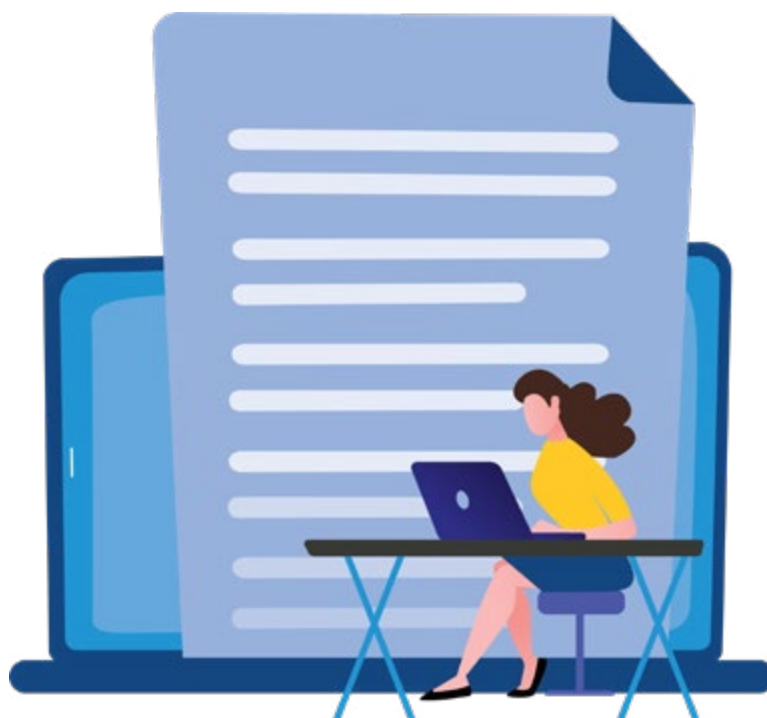
Monitoring the Great Place to Work Plan

Delivery plans and actions outlined in the plan will be monitored and reported throughout 2024/25 to the appropriate NSS governance committees.

We typically use iMatter survey targets and measures to determine staff experience and performance against the Staff Governance Standard.

In order to monitor progress against other remaining targets and actions as set out in this plan, this will also be undertaken via the methods listed below.

- The annual iMatter Webropol report which will provide the final outcomes of the iMatter survey.

- HR People Report which monitors key workforce performance targets on a monthly basis.

- Mid-Year and End of Year Reviews which measures key workforce objectives.

- Quarterly progress updates from subject matter experts on actions identified in Appendix One.

Action plan

Appendix one

Well informed/involved in decisions

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Provide a summary of NSS Partnership Forum key areas of discussion and agreements to all staff on a regular basis	Board Services to collate key information from Partnership Forum to be shared with all NSS staff via the SharePoint site. Notify staff of this through communication in Stay Connected on a regular basis	Finance, Governance and Legal Services Associate Director (AD)/ Board Secretary	Quarters 1 to 4
Deliver Chief Executive and Employee Director Stay Connected sessions	Board Services to organise bi-annual Stay Connected sessions	Finance, Governance and Legal Services AD/Board Secretary	Quarter 2 and Quarter 4
Provide regular communications on key areas of delivery	Ensure that Stay Connected and all staff communications are used appropriately to disseminate key information which impacts NSS	Strategy, Performance and Service Transformation (SPST) Head of Marketing and Communications	Quarters 1 to 4
Directorate Town Hall meetings via digital first approach and where appropriate face to face	All directors to be responsible for the continuation of Town Hall meetings to ensure key information is shared and staff have the opportunity to raise questions	All directorates Directors	Quarter 1 to 4
Develop digital approach to Partnership Working Training	Finalise content of the module Develop communications and support the roll out across NSS of eLearning module	HR Learning and Development Manager	Quarter 1 Quarter 2

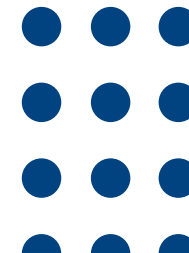| Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Promote and encourage all employees to complete the digital approach to Partnership Working Training	Work with Learning and Development to promote the digital Partnership Working Training module for all managers across NSS	HR Learning and Development Manager	Quarter 2
Implement revised TUPE Toolkit	Continue with work on review of the TUPE Toolkit in Partnership, updating guidance and process maps as appropriate.	HR Pay, Terms and Conditions Manager	Quarter 1
Implement revised organisational change and TUPE toolkits	Ensure communications are developed and shared to highlight key changes to the toolkits	HR Pay, Terms and Conditions Manager	Quarter 2
	Organise Ask the Expert session via the Management Hub to promote the toolkits and increase knowledge and understanding of organisational change and TUPE	HR Pay, Terms and Conditions Manager	Quarter 2
Consult with all staff on any changes to NSS Workforce Policies	Work in partnership to review the Once for Scotland (OfS) Phase 3 policies to communicate key changes on these for all NSS employees	HR Employee Engagement and Relations Manager	Quarter 1 to 4
	Organise Ask the Expert session via the Management Hub to promote the revised policies to increase understanding	HR Employee Engagement and Relations Manager	Quarter 1 to 4
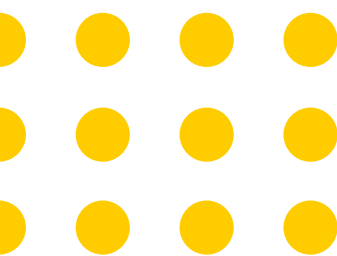
Appropriately trained and developed

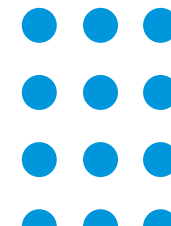| Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
All staff to have objectives and PDPs set via TURAS appraisal	Ensure communications are developed and shared to highlight key dates for completion of objective and PDP meetings and reviews	HR Learning and Development Manager	Quarter 2 Quarter 4
	Ensure all employees have objectives and PDPs complete in a timely manner	All directorates Directors	Quarter 1 to 4
	Provide data on completion rates over the course of the year for each directorate via the People Report	HR Head of People Insights, Performance and Systems	Quarter 1 to 4
Staff comply with requirements for all statutory and mandatory training	Ensure all employees have completed their training in a timely manner	All directorates Directors	Quarter 1 to 4
	Provide data on completion rates over the course of the year for each directorate via the People Report	HR Head of People Insights, Performance and Systems	Quarter 1 to 4
Skills Assessment, Gap Analysis and Training Needs Assessment shared for staff and managers to access	Provide manual Skills Assessment, Gap analysis and Training Needs Assessment to managers and staff via HR Connect	HR Head of Organisational Development and Learning (OD&L)	Quarter 2
	Look to review timescales for digitalisation	HR Head of OD&L	Quarter 4

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Focussed approach to employability programmes	Identify posts suitable for graduate and modern apprenticeships in line with workforce plans	All directorates Directors HR Business Partners	Quarter 1
	Build relationships with education providers to support opportunities for staff	HR Organisational Development (OD) Consultant Employability Lead	Quarter 1
	Work with NES to establish NSS as a key partner to support the Armed Forces Talent Programme	HR AD/Head of Organisational Effectiveness OD Consultant Employability Lead	Quarter 1
Develop career pathways and training programmes aimed at supporting staff on redeployment into new roles/careers	Identify and prioritise job families and sub job families to develop career pathways	HR Learning and Development Manager HR Business Partners	Quarter 1
	Develop and implement career pathways	HR Learning and Development Manager	Quarter 1 to 4

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
	Develop and implement training programmes associated with reskilling staff to new career pathways	HR Learning and Development Manager Pay, Terms and Conditions Manager	Quarter 1 to 4
Design and implement a Talent Management and Succession Planning Framework to support the NSS Workforce Strategy	Proposal paper on Talent Management and Succession Planning approach for approval	HR Organisational Development Manager	Quarter 1
	Develop process maps, guidance and support for talent management and succession planning approach	HR Organisational Development Manager	Quarter 2
	Develop digital approach to support administration of Talent Management and Succession Planning programme	HR Service Improvement, Systems and Insights Manager	Quarter 4
	Implement Talent Management and Succession Planning Framework	HR Organisational Development Manager	Quarter 3
Evaluate outcomes and impact of the Senior Leadership Forum Development Programme	Develop an evaluation strategy for implementation and produce an evaluation report to inform and shape future senior leadership development	HR Organisational Development Manager	Quarter 1
	Produce an evaluation report to inform and shape future senior leadership development	HR Organisational Development Manager	Quarter 1

Treated fairly and consistently

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Deliver Equal Pay Gap Report	Collate, analyse and prepare data for inclusion in Equal Pay Gap	HR Pay, Terms and Conditions Manager	Quarter 1
	Produce Equal Pay Gap Report	HR Pay, Terms and Conditions Manager	Quarter 1
	Following approval through governance, publish Equal Pay Gap Report on time	HR Pay, Terms and Conditions Manager	Quarter 1
Deliver Equality Mainstreaming Report	Collate, analyse and prepare data for inclusion in Equality Mainstream Report	SPST Head of Marketing and Communications/ Equality Lead	Quarter 2
	Produce Equality Mainstream Report	SPST Head of Marketing and Communications/ Equality Lead	Quarter 3/4
	Following approval through governance, publish Equality Mainstream Report on time	SPST Head of Marketing and Communications/ Equality Lead	Quarter 4

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Influence and implement OfS Policies	Review the OfS Policies as part of the soft launch to highlight key changes and areas to note for all employees – providing communication and information as appropriate	HR Employee Engagement and Relations Manager	Quarter 1 to 4
Launch revised reasonable adjustment passport designed and developed in partnership with the NSS disability staff network led by HR	Establish communication and education plan and launch updated passport out across NSS	HR Head of Healthy Working Lives	Quarter 2
	Evaluate the users of the passport and monitor the awareness of it	HR Head of Healthy Working Lives	Quarter 4
Review and implement the NSS Attraction Plan to support our commitment to increasing the diversity of our workforce and being an inclusive employer	Update and implement the NSS Attraction Plan to support NSS Workforce Plans and Strategy	HR Employee Engagement and Relations Manager Recruitment Manager	Quarter 1
	Increase number of appointments for candidates with disability by working with the Glasgow Centre for Inclusive Living (GCIL) and other disability partners	HR Employee Engagement and Relations Manager Recruitment Manager	Quarter 1 to 4
	Identify further gaps in the diversity of NSS workforce and establish solutions to support planned attraction support	HR Employee Engagement and Relations Manager Recruitment Manager	Quarter 2

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
	Promote the NSS Career Website	HR Employee Engagement and Relations Manager Recruitment Manager	Quarter 2
Align with the Armed Forces Talent Programme to attract and support ex service personnel and their families	Work with NES to establish NSS as a key partner to support the Armed Forces Talent Programme	HR AD/Head of Organisational Effectiveness OD Consultant Employability Lead	Quarter 1

Provided with a continuously improving and safe working environment, promoting health and wellbeing of staff, patients and wider community
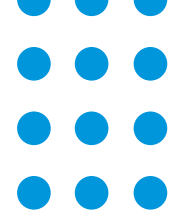
Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Identify gaps and solutions to assist with the delivery of the NSS Wellbeing Framework utilising where possible continued use of the Wellbeing Hub	Wellbeing Group to agree key area to focus on from the gap analysis report	HR AD/Head of Organisational Effectiveness	Quarter 1
	HR and directorate Wellbeing Leads to consider appropriate solutions to support staff linked to the gap areas	HR AD/Head of Organisational Effectiveness	Quarter 2
Analysis of workforce data covering anxiety, stress and depression and implement solutions to support staff to remain at/or return to work	Analysis to be provided to the Occupational Health and Safety Advisory Committee for further consideration and discussion around solutions in addition to the current NSS offering to support staff	HR Employee Engagement and Relations Manager	Quarter 1
Implement the Health and Care (Staffing) (Scotland) Act 2019 and monitor impact across NSS workforce and agree reporting mechanisms		HR Director of HR and OD	Quarter 1
Ensure staff utilise their annual leave provisions across NSS	Report all leave by directorate via the People Report	HR Head of People Insights, Performance and Systems	Monthly
	Managers to ensure staff take annual leave	All directorates Directors HR Business Partners	Quarter 1 to 4

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
	Remind all staff of their responsibility to take annual leave	All directorates Directors HR Business Partners	Quarter 1 to 4

Provides a total benefits package that is attractive and supports retention of highly skilled workforce

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
Review corporate accreditations	Develop a central location on HR Connect which promotes the accreditations achieved by NSS to support and attract diversity and inclusion within the organisation	HR Employee Engagement and Relations Manager	Quarter 1
Recognition of Long Service Award	Review current scheme and provide recommendations for consideration	HR Employee Engagement and Relations Manager	HR Quarter 2
Implement outputs from the review of NSS Long Service Scheme	Implement any recommendations	HR Employee Engagement and Relations Manager	Quarter 3
	Communications and implementation plans implemented	HR Employee Engagement and Relations Manager	Quarter 3

Action	Key deliverable	Directorate responsibility / lead	Deadline for delivery
As part of the induction process, highlight the total rewards available to all staff	Provide a general reward statement that will be provided to NSS staff and made available as part of the Corporate Induction and included in HR Connect	HR Head of OD&L Employee Engagement and Relations Manager	Quarter 2
Review and improve retirement and pension support	Undertake full review of current retirement training identifying gaps	HR Employee Engagement and Relations Manager	Quarter 1
	Develop solutions to address gaps	HR Employee Engagement and Relations Manager	Quarter 1
	Implement changes required utilising digital first approach where appropriate	HR Employee Engagement and Relations Manager	Quarter 3
	Undertake full review of pension support identifying gaps	HR Employee Engagement and Relations Manager	Quarter 1
	Develop solutions to address gaps	HR Employee Engagement and Relations Manager	Quarter 1
	Implement changes required utilising digital first approach where appropriate	HR Employee Engagement and Relations Manager	Quarter 3

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